	MARTINSVILLE FIRE & EMS Standard Administrative Guideline	
	SAG NUMBER:	200.002
	SUBJECT:	Incident Management System
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	SIGNATURE OF APPROVAL:	Kenneth S. Draper, Fire Chief

I. Purpose:

Emergency incidents require a safe and efficient response. This is only possible if an incident management system is implemented early and effectively. This SAG will detail the incident management system to be used by Martinsville Fire & EMS.

II. Scope:

This policy applies to all full and part time personnel of the Martinsville Fire & EMS Department, the Martinsville Volunteer Fire & EMS Department, and Martinsville Fire & EMS Explorer Post advisors. Martinsville Fire & EMS will use the incident management principles included in this guideline for all emergency responses.

III. Responsibility:

The enforcement of this policy will be the responsibility of the Fire Chief, Deputy Fire Chief, Shift Officers, designated executive officers of the Martinsville Volunteer Fire & EMS Department, and the Martinsville Fire & EMS Explorer Post advisors.

IV. Guideline:

The basic incident management system to be used by Martinsville Fire & EMS will be based on requirements of the National Incident Management System. The system will be modeled on the FIRESCOPE Incident Command System. The guidelines to be followed by Martinsville Fire & EMS to implement this system are provided in the remainder of this document. **For more detailed information, personnel are referred to FIRESCOPE Incident Command Publication ICS 420-1.** Additionally, this document is intended to work within the framework of the City of Martinsville Emergency Operations Plan that is activated when large incidents or events occur within the City of Martinsville.

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B. Risk Management Model

1) Acceptability of Risk

a. All firefighting and rescue operations involve an inherent level of risk to firefighters.

b. A basic level of risk is recognized and accepted, in a measured and controlled manner, in efforts that are routinely employed to save lives and property. **These risks are not acceptable in situations where there is no potential to save lives and property**.

c. A higher level of risk is acceptable only in situations where there is a realistic potential to save known endangered lives. This elevated level of risk must be limited to operations that are **specifically directed toward rescue and where there is realistic potential to save the person(s) known to be in danger**.

2) Risk Assessment

a. **It is the responsibility of the incident commander to evaluate the level of risk in every situation**. This risk evaluation shall include an assessment of the presence, survivability and potential to rescue those in danger. When there is no potential to save lives, firefighters shall not be committed to operations that present an elevated level of risk.

b. **An incident command shall be established, beginning with the arrival of the first fire department member at the scene of every incident**. The incident commander must conduct an initial risk analysis to consider the risk to firefighters in order to determine the strategy and tactics that will be employed.

c. **The responsibility for risk assessment is a continuous process for the entire duration of the incident**. The incident commander shall continually re-evaluate conditions to determine if the level of risk has changed and a change in strategy or tactics is necessary. The incident commander shall assign one or more safety officers to monitor and evaluate conditions to support this risk analysis.

C. Command Procedures

1) Responsibilities of Command

a. Remove endangered occupants and treat the injured

b. Stabilize the incident and provide for life safety

c. Conserve property

d. Provide for the safety, accountability, and welfare of personnel

2) Functions of Command

a. Assume and announce Command and establish an effective operating position (command post)

b. Rapidly evaluate the situation (size-up)

c. Initiate, maintain, and control the communications process

d. Identify the overall strategy, develop an incident action plan, and assign companies and personnel consistent with the incident action plan and departmental SAG's

e. Develop an effective incident management organization

f. Provide tactical objectives

g. Initiate and maintain a tactical work sheet

h. Review, evaluate, and revise (as needed) the incident action plan

i. Provide for continuity, transfer, and termination of Command

3) Establishing Command

a. The first departmental member to arrive at the scene shall assume Command.

b. The initial IC shall remain in Command until Command is transferred or the incident is stabilized and terminated

c. If multiple stations are responding, Command can be officially announced once the highest-ranking shift officer has arrived

d. The first officer or member on the scene must initiate whatever parts of IMS are needed to effectively manage the incident.

e. The exact actions of the first arriving officer or member will vary depending on the type or scope of the incident

- A single company incident (trash fire, single-patient EMS incident, etc.) may only require that the unit acknowledge arrival on the scene
- For incidents that require the commitment of multiple units, the first officer or member on scene must establish and announce "Command" and initiate an incident management structure appropriate for the incident

f. When the command process must be activated, the first arriving member or officer must give an initial radio report. Based on the incident, the report should include the following:

- Designation of unit arriving on scene

- A brief description of the incident situation
- Obvious conditions
- Brief description of action taken
- Declaration of the strategy to be used
- Any obvious safety concerns
- Assumption, identification, and location of Command
- Request or release resources as required

g. Radio Designation
   - The radio designation “Command” will be used to communicate with the incident commander
   - If multiple incidents are in effect, the designation will also include the geographical location of the incident

h. Communications Format
   - Units and personnel will always report to the next highest level of supervision based on the organizational structure of the incident
   - Orders and requests for resources must move up and down the established chain of command
   - Information that allows for coordination and safety between units and move freely through the command structure as needed
   - Radio Communications
     1. The departmental radio model for communications will be the identification of the sender followed by the receiver
     2. The receiver will then repeat the sender’s message to ensure it is understood
     3. The repeat does not have to be word for word, but a brief and concise summary of the message
   - The Incident Commander will monitor tactical channels and the main dispatch channel
   - Once command is assumed, all tactical level communications should take place on the appropriate tactical channel
   - All crews given tactical assignments must have a radio to facilitate communications to command

i. Communications With Mutual-Aid
   - Mutual-aid personnel must also have radio communications to command
   - If their radio will not operate on the channels being used, a Martinsville Fire & EMS member should be assigned as crew leader to that crew
   - If resources will not allow this, the ranking officer of the mutual-aid department should remain at the command post with the Incident Commander to ensure that communications is possible

4) Command Options
   a. When command is assumed, the incident commander can operate in either the investigation mode or command mode
   b. Investigation Mode
      - If upon arrival, an incident does not have visible indicators of a significant event, the IC can operate in the investigation mode
      - The Incident Commander can assume command and go with personnel to investigate
      - The Incident Commander should use a portable radio to command the incident
   c. Command Mode
      - If the incident has indications of being a significant event, the Incident Commander will operate in the command mode
      - The incident commander will assume an exterior, safe and effective command position, and maintain that position until relieved by a higher-ranking officer
      - This does not prevent the Incident Commander from conducting an initial size-up and walk-around
      - A tactical worksheet and accountability procedures shall be initiated to help manage the incident
5) Transfer of Command
   a. Command can be transferred to lower and higher-ranking officers as necessary
   b. Transfer of command shall follow the departmental operations division chain of command as summarized below:
      - Firefighter
      - Lieutenant
      - Captain

- Assistant Chief
- Deputy Chief
- Fire Chief

c. Command transfer is not mandatory, it is optional and should only be used as required by the incident

d. The procedure for transferring command is as follows:

- The officer assuming Command will communicate face-to-face with the person being relieved. Radio communications should only be used if this is not possible
- The person being relieved will brief the officer assuming Command, indicating at least the following:
  1. Incident conditions
  2. Tactical worksheet/ incident action plan
  3. Progress towards completion of tactical objectives
  4. Safety considerations
  5. Deployment and assignment of personnel
  6. Appraisal for need of additional resources
- The command board will then be given to the new Incident Commander
- The person being relieved of command will be reassigned by the new IC, based on the needs of the incident
- Command cannot be transferred to an officer that is not on scene
- In extreme and life-threatening situations that effect personnel safety, anyone can effect change by initiating corrective action and notifying Command

6) Progress Reports

a. Progress reports should be provided by crews or Division/Group Supervisors when they check in and out with their supervisors

b. Progress reports will follow the Personnel Accountability Report procedure detailed in the Safety section of this SAG.

7) Incident Action Plan

a. Written incident action plans may not be necessary for short-term, routine operations

b. Large scale or complex incidents require the creation and maintenance of a written plan for each operational period

8) Command Board
   a. The department will use the following boards as tools to aid in the implementation of the incident command system:
      - Command Board
      - Operations Board
      - Tactical Boards
      - Staging Board
      - Rehab Board
   b. Command Board
      - The command board is used after the Operations section has been implemented
      - The Incident Commander uses this board to monitor incident benchmarks and account for Section Chiefs and Command Staff
   c. Operations Board
      - This is the main board used for most incidents
      - This board serves as the tactical worksheet and accountability board for the incident
      - This board allows the incident commander to perform accountability, monitor benchmarks, track crew entry and exit times, and conduct personnel accountability reports
      - When Operations is implemented, the Operations Section Chief receives this board and uses it to perform the above functions
      - The Incident Commander will continue to monitor incident benchmarks
   d. Tactical Boards
      - Division and Group Supervisors and Branch Directors use these board to perform accountability for the crews they are responsible for
      - These boards also allow supervisors to track the following:
        1. Accountability tags
        2. Crew name and assignment
        3. Radio channels
        4. In and Out times
        5. Personnel Accountability Reports

e. Staging Board
   - The Staging Area Manager uses this board to track personnel as they arrive and leave the scene
   - It allows the Staging Area Manager to collect tags, organize personnel into crews and record check in and checkout times

f. Rehab Board
   - The Rehab Area Manager uses this board to track personnel as they arrive at in the rehab area
   - It allows the Rehab Area Manager to collect tags, record personnel information, vitals, and times

g. The Operations board will be used on almost every incident where command has been formally established. The remaining boards are used as they are needed based on the incident and command structure established

D. Organizational Structure

1) Organizational Hierarchy

a. The Incident Management System develops in a modular form based on the nature, complexity, and size of an incident

b. The organization's staff builds from the top down and the specific organizational structure will be based on the needs of the incident

c. If one individual can simultaneously manage all major functional areas, a larger command organization is not required

d. When a function requires dedicated management, a manager is assigned that responsibility

e. The basic organizational elements that the Incident Commander can use to organize the incident are as follows:
   - Single resources – These includes individual pieces of apparatus, individuals, and crews of personnel
   - Divisions and Groups – These are geographic and function assignments.
   - Single resources are assigned to Divisions and Groups
   - Branches – These are geographic or functional assignments that oversee multiple Divisions or Groups
   - Sections – Sections include Operations, Planning, Logistics, and Finance

- The Incident Commander can also appoint Command Staff as necessary. These include the following:
    1. Safety Officer
    2. Public Information Officer
    3. Liaison Officer
    4. Intelligence Officer

2) Command Structure – Single Resources
    a. The primary single resource employed by Martinsville Fire & EMS is a crew
    b. A crew is two to five personnel organized with a leader and given an assignment
    c. Crews must stay together throughout the incident to facilitate accountability. This is true when they go to Rehab and Staging as well
    d. The designation for a crew is the radio number of the crew leader
    e. The Incident Commander uses the command board to track crews
    f. The Incident Commander can supervise up to five crews conducting tactical operations, if it becomes necessary to supervise more than five crews, the Incident Commander will need to appoint a Division or Group Supervisor(s) to oversee some or all of the crews
3) Command Structure – Division and Groups
    a. Divisions and Groups are used to improve span of control and oversee single resources
    b. Definitions
        - Division – Geographical assignment
        - Group – Functional assignment
    c. A Supervisor manages Divisions and Groups. Company Officers should be the first choice, but any member of the department can be used as a supervisor in this capacity
    d. Each Division and Group Supervisor can oversee up to five single resources. If this is exceeded, the Incident Commander should be notified so that additional supervisors can be appointed
    e. When a Division or Group Supervisor is appointed, the Incident Commander should brief them at the command post.
    f. The Supervisor will then be given the following:
        - Radio designation – See below
        - Tactical board

- Tags for crews that they will be overseeing

g. Division and Group Supervisors have the following responsibilities
   - Complete objectives
   - Account for all personnel
   - Ensure safety
   - Monitor progress
   - Redirect activities as necessary
   - Coordinate actions with other personnel
   - Monitor status of personnel
   - Request additional resources as needed
   - Provide progress reports
   - Reallocate or release resources when necessary

h. The Incident Commander no longer tracks the individuals assigned to that Division or Group. The IC tracks the crews assigned to that Division or Group on the Command Board

i. Division and Groups are designated by their assignment – Examples – Interior Division or Vent Group

j. Divisions will be designated as follows
   - Exterior Designations
     1. Side A, B, C, and D
        a) Side A is the address side, proceeding clockwise from there
     2. Interior Designations
        a) Interior Division if further breakdown is not necessary
        b) Otherwise, each floor is a division – Example – The second floor would be Division Two
        c) Roof, attic, and basement are used as designations as necessary
     3. Other Designations
        a) If the designations above will not work for a given incident, the Incident Commander can select designations that are appropriate

k. Division and Group Supervisors will keep their tactical boards up to date and continuously track personnel assigned to them

l. Division and Group Supervisors are free to leave the command post to monitor their personnel

m. At no time should Division or Group Supervisors enter an atmosphere that keeps them from tracking all of their personnel

n. Division and Group Supervisors should avoid becoming involved in physical task activities except for the early stages of an incident when they may have no choice but to help complete initial assignments

o. Division and Group Supervisors can communicate by radio or by face-to-face with their personnel

4) Branches

a. Branches are used to improve span of control and oversee Divisions and Groups

b. A Director manages Branches. Directors should be company officers or higher-ranking officials from assisting agencies as appropriate

c. Each Brach Director can oversee up to five Divisions or Groups. If this is exceeded, the Incident Commander should be notified so that additional directors can be appointed

d. When a Branch Director is appointed, the Incident Commander should brief them at the command post.

e. The Director will then be given the following:

- Radio designation – See below
- Tactical board
- Tags for the Divisions and Groups assigned to their branch

f. The responsibilities for Branch Directors are the same as a Division or Group Supervisor

g. At this point, the Branch Director tracks the crews assigned to each of the Divisions and Groups being overseen

h. The Incident Commander tracks the Divisions and Groups assigned to the Branch

i. Branches can be designated geographically, functionally, or numerically

j. Branch directors may need to remain at the command post to facilitate communications and coordination

k. All branches operating at an incident should have their own radio channel

l. Typically, Branch Directors will communicate by radio to the Divisions and Groups they are overseeing

E. Sections

1) Establishing Sections

a. During the early stages of large-scale or complex incidents, the immediate need for the Incident Commander is command support

b. As additional resources arrive, the command organization may be expanded by the assignment of officers and staff personnel to fill Command and General Staff positions

c. Section and Unit level positions will be staffed only when the corresponding functions are required by the incident

d. Until a Section or Unit is staffed, the Incident Commander retains the responsibility for those functions

e. The majority of positions within IMS will not be activated until the initial response is determined to be insufficient

f. When this occurs, additional resources and personnel should be requested to the scene

g. The personnel assigned to manage Sections are referred to as the General Staff and include the following:

- Operations
- Planning
- Logistics
- Finance

h. Each Section is overseen by the appropriately named Section Chief

i. Each Section Chief will generally be located at the command post

j. Personnel assigned to Section Chief positions should be company officers, administrative staff, or supervisors or department heads with other agencies. ICS-300 training is highly recommended

2) Operations

a. The Operations Section is responsible for the direct management of all incident tactical activities, the tactical priorities, and the safety and welfare of the personnel working in the Operations Section.

b. Operations is established to improve the Incident Commander's span of control and can be established whenever necessary

c. Operations is managed by the Operations Section Chief

d. The radio designation will be "Operations" or "Ops"

e. When the Incident Commander establishes Operations, the Operations Section Chief is given the operations board and is responsible for accountability and managing the board

f. The Operations Section Chief will communicate by radio to the resources being overseen and will generally remain at the command post to allow face-to-face communication with the Incident Commander

g. The Operations Section Chief should avoid “walking” the incident or assuming a forward position

h. Operations Section Chief Responsibilities
   - Manage incident tactical activities
   - Coordinate activities with the IC
   - Participate in the development of the incident action plan
   - Implement the Operations portion of the action plan
   - Assign resources to tactical level areas based on tactical objectives and priorities
   - Build an effective organizational structure through the use of Branches, Divisions, and Groups
   - Provide tactical objectives for the Divisions and Groups
   - Control Staging and Air Operations
   - Provide for life safety
   - Determine needs and request additional resources
   - Consult with and inform the other members of the General and Command Staff as needed

i. Once Operations is established, the Incident Commander is responsible for the following:
   - Review and evaluate the plan and initiate any needed changes
   - Provide on-going review of the overall incident
   - Participate in the development of the incident action plan
   - Select priorities
   - Provide direction to Command and General Staff
   - Review the organizational structure, and initiate changes or expansion to meet incident needs
   - Staff Command and General Staff functions as necessary

- Establish liaison with other internal agencies not directly involved in incident operations, outside agencies, and property owners and/ or tenants

3) Planning

a. The Planning Section is responsible for gathering, assimilating, analyzing, and processing information needed for effective decision making

b. Planning is overseen by the Planning Section Chief

c. The responsibilities of the Planning Section Chief is as follows:

- Evaluate current strategy and plan with the IC
- Maintain resource status and personnel accountability
- Refine and recommend any needed changes to the plan with the Operations Section
- Evaluate incident organization and span of control
- Participate in the development of the incident action plan
- Forecast possible outcomes
- Evaluate future resource requirements
- Utilize technical assistance as needed
- Evaluate tactical priorities, specific critical factors, and safety
- Gather, update, improve, and manage situation status with a standard systematic approach
- Coordinate planning needs with any available outside agencies
- Plan for incident demobilization
- Maintain incident records

d. The Planning Section Chief can establish the following Units as necessary to meet the planning needs of the incident

- Resources Unit
  1. Maintains the status of all assigned resources at an incident
  2. The Resources Unit will work with Operations to maintain accountability and track all personnel at all times
- Situation Unit
  1. Responsible for collection, processing, and organization of all incident information
  2. Prepares future projections of incident growth, maps, and intelligence information

- Documentation Unit
    1. Responsible for the maintenance of accurate and up-to-date incident files
- Demobilization Unit
    1. Responsible for developing the Incident Demobilization Plan
- Technical Specialists Unit
    1. Incidents may require the use of Technical Specialists who have specialized knowledge and expertise

4) Logistics
    a. Logistics is responsible for providing services and support to all organizational components including facilities, transportation, supplies, equipment maintenance, fueling, feeding, communications, and responder medical services and rehab
    b. Logistics is overseen by the Logistics Section Chief
    c. The responsibilities of the Logistics Section Chief is as follows:
        - Provide for medical aid for incident personnel and manage responder rehabilitation
        - Coordinate immediate critical incident stress debriefing function
        - Provide and manage and needed supplies and equipment
        - Participate in the development of the incident action plan
        - Forecast and obtain future resource needs
        - Provide for communications plan and any needed communications equipment
        - Provide fuel and needed repairs for equipment
        - Obtain specialized equipment of expertise per Command
        - Provide food and associated supplies
        - Secure any needed fixed or portable facilities
        - Provide any other logistical needs as requested by Command
        - Supervise assigned personnel
    d. The Logistics Section can be broken down into the Support and Services Branches with additional units in each
    e. Support Branch
        - Supply Unit

1. Responsible for ordering personnel, equipment, and supplies

- Ground Support Unit
  1. Responsible for the transportation of personnel, supplies, food, and equipment
  2. Responsible for the maintenance and fueling of vehicles
- Facilities Unit
  1. Responsible for the layout and activation of incident facilities

f. Services Branch

- Communications Unit
  1. Responsible for use, distribution, and maintenance of communications equipment
- Medical Unit
  1. Responsible for the rehabilitation, treatment, and transport of incident personnel
- Food Unit
  1. Responsible for the food needs of the entire incident

5) Finance

a. The Finance Section is established on incidents when agencies involved have a specific need for financial services

b. Finance is overseen by the Finance Section Chief

c. The responsibilities of the Finance Section Chief is as follows:

- Procure services and/ or supplies from sources within and outside of the fire department or city as requested by Command
- Document all financial costs of the incident
- Participate in the development of the incident action plan
- Document for possible cost recovery of services and/ or supplies
- Analyze and advise the IC on legal risk for incidents
- Document for compensation and claims of injury
- Obtain any and all needed incident documentation for potential cost recovery efforts

d. The Finance Section can be further subdivided into the following Units as needed:

- Time Unit
  1. Responsible for equipment and personnel time recording

- Procurement Unit
    1. Responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements
- Compensation/Claims Unit
    1. Responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims-related activities
- Cost Unit
    1. Responsible for collecting all cost data

F. Command Staff

1) General

a. There are a number of Command Staff that the Incident Commander can appoint as the need is necessary

b. Command Staff that can be appointed are as follows:

- Safety Officer
- Public Information Officer
- Liaison Officer
- Intelligence Officer

c. Typically, administrative or shift officers should be appointed to Command Staff positions

2) Safety Officer

a. The Safety Officer's function at the incident is to assess hazardous and unsafe situations, and develop measures for assuring personnel safety

b. The Incident Commander should appoint a Safety Officer at every significant emergency incident

c. If the City Safety Coordinator is present on scene, he is to automatically assume the role of the Incident Safety Officer

d. Company officers or administrative staff should be appointed to the Safety Officer position.

e. The Safety Officer must be assigned as early in the incident as possible

f. The Safety Officer reports directly to the Incident Commander

g. The Safety Officer conducts health and safety surveys to identify existing or potential hazards and informs Command of those findings

h. The Safety Officer recommends to the IC any changes to the incident action plan as a result of the on-going surveys

i. **The Safety Officer has the authority to alter, suspend, or terminate any activity that is an unacceptable safety risk**

j. The Safety Officer must inform the IC and other affected operational personnel immediately if he changes any operational activities for safety reasons

k. When operating in forward or otherwise hazardous positions, the Safety Officer must be attired in appropriate personal protective equipment, including self-contained breathing apparatus; have radio communication equipment; and be accompanied by another firefighter

3) Public Information Officer

a. The Public Information Officer's (PIO) function is to relay accurate and complete information regarding incident cause, size, current situation, resources committed, and other matters of general interest

b. The PIO will normally be the point of contact for the media and other governmental agencies that desire information directly from the incident

c. When multiple agencies are involved, one PIO will be selected to ensure a coordinated release of information

d. The on scene PIO will be the City's designated Public Information Officer. If this person is not available, the Incident Commander can appoint a PIO. Preferably, this individual would be an administrative officer, if this is not possible, a shift officer should be selected

e. The release of information will comply with departmental SAG's and all applicable laws

4) Liaison Officer

a. The Liaison Officer's function is to be a point of contact for representatives from cooperating agencies

b. The Liaison Officer is not directly involved with incident operations

c. In a single command structure, the representatives from assisting agencies would coordinate through the Liaison Officer

d. In a unified command structure, representatives from agencies not involved in the unified command would coordinate through the Liaison Officer

e. Preferably, administrative officers would be appointed to be the Liaison Officer, if this is not possible, a shift officer should be selected

G. Command Structure

1) There are two command structures that can be established on scene, these include single and unified command.

2) Single Command

a. When an incident occurs and there is no overlap of jurisdictional or disciplinary boundaries, a single Incident Commander will manage the incident

b. When necessary, the Incident Commander can appoint a Deputy Incident Commander. The Deputy can be from the department or a different agency as necessary

c. The Incident and Deputy Commanders will work together to manage the incident

3) Unified Command

a. Unified Command is necessary under the following situations:

- The incident is contained within the City of Martinsville, but more than one department or agency shares management responsibility
- The incident has expanded beyond the boundaries of the City of Martinsville

b. To establish Unified Command, the departmental Incident Commander and the ranking representatives from the other agencies or localities involved should work together at the Command Post to manage the incident

c. The lead agency within the Unified Command structure will belong to the agency or locality that has the most responsibility for the incident as determined by jurisdictional boundary, resources committed, departmental SAG's, or statutory responsibility

d. The Operations Section Chief should be from the lead agency as determined above

H. Incident Facilities

1) There are three incident facilities that will commonly be used during incidents. They include the following:

a. Incident Command Post (ICP)

b. Staging Area

c. Rehab Area

2) Command Post

a. The Incident Command Post (ICP) is where the Incident Commander, Unified Command, and Section Chiefs will be located. Branch Directors may also be at the ICP

b. There should only be one ICP per incident

c. Initially, the ICP will be the location where the IC is standing. The ICP can be expanded to a vehicle or command center if the incident requires it

d. The ICP should be within view of the incident in a location that is safe and gives the IC the ability to track who enters and leaves the incident

e. When possible, the ICP should be located away from the general noise and confusion of the incident

f. Once the IC completes the initial size-up, the IC should remain at the ICP and not "walk" the incident

g. The IC will use the command board to manage the incident and monitor the primary channel and any tactical channels in use

h. If the IC needs help with accountability and monitoring channels, the IC should appoint an assistant and/ or establish Operations when resources allow

3) Staging

a. The Staging Area is the location used to temporarily locate resources that are immediately available for assignment

b. If a Staging Area is not established, staging will be located at the ICP

c. It is recommended that if the incident requires more than two agencies, a formal Staging Area should be established

d. The Staging Area should be located away from the ICP in an area where resources can check-in, be organized into crews, and be ready for immediate deployment

e. The Staging Area is overseen by the Staging Area Manager

f. Departmental personnel or officers from other agencies can be appointed to be the Staging Area Manager

g. The Staging Area Manager reports directly to the IC, unless Operations has been established. The Staging Area Manager then reports directly to Operations

h. The Staging Board shall be given to the Staging Area Manager

i. The Staging Board is used to sign-in personnel, collect their tags, and organize them into crews

j. The Staging Area Manager should collect the tags of individuals who arrive and assign them to a crew

k. A crew leader should be identified for each crew

l. To facilitate accountability, personnel should remain with their assigned crews throughout the incident

m. When crews receive tactical assignments and leave Staging, they take their tags with them and check-in with the appropriate supervisor. The Staging Area Manager maintains a written record of their assignment

n. Refer to the Accountability section below for more information

4) Rehab Area

a. The Rehab Area is where personnel assemble to receive medical assessment, revitalization, treatment, and if necessary, transport to a medical facility

b. The Incident Commander should consider the need for rehab at any incident based on the following criteria:

- Extreme environmental conditions
- Any incident that is large in size, long in duration, and/ or labor intensive

c. The Rehab Area should be located in a safe area that is away from the noise and confusion of the incident

d. Initially, the Rehab Area will be the ambulance on stand-by for the incident. The IC should be prepared to expand and move the Rehab Area as necessary to properly care for personnel on scene

e. If an ambulance was not initially dispatched, and Rehab is needed, an ambulance should be requested to the scene

f. The Rehab Area is overseen by a Rehab Area Manager

g. The Rehab Area Manager will typically be a member of the crew providing medical stand-by at the incident. This can be a member of an assisting agency. Additionally, any departmental personnel can be assigned to this position

h. The Rehab Area Manager reports directly to the IC unless Operations has been established, the Rehab Area Manager then reports to Operations

i. When Rehab is established, the Rehab Area Manager receives the Rehab Board

j. The Rehab Board is used to track personnel who enter rehab and the results of any medical monitoring

k. Refer to the Responder Rehabilitation section below for more information

I. <u>Information and Intelligence Function</u>

1) The Information and Intelligence Function is responsible for the following activities:

a. The analysis and sharing of information and intelligence. This includes, but is not limited to, the following:
   - Information related to national security
   - Classified information
   - Risk assessments
   - Medical intelligence
   - Weather information
   - Geospatial data
   - Structural designs
   - Toxic contaminate levels
   - Utilities and public works data

b. Analyzing information and intelligence and ensuring that it is dispersed to those personnel designated by command who have proper clearance and a "need to know"

c. Developing, conducting, and managing information related security plans and operations as directed by the incident commander

d. Ensuring that sensitive information of all types is safeguarded and delivered to those who need it

e. Coordinating information and operational security matters with public awareness activities that fall under the responsibility of the Public Information Officer

2) The Intelligence and Information Function can be organized in one of the following ways:
   a. As a member of the Command Staff
   b. As a unit within the Planning Section
   c. As a branch within the Operations Section
   d. As a separate General Staff Section

3) However it is organized, the Intelligence and Information Function will operate within the guidelines of the National Incident Management System

J. <u>Safety</u>

1) Incident Scene Accountability

   a. Effective accountability during incident operations is essential to ensure firefighter safety. Accountability will be ensured with the following principles:

- Check-In/Check-Out
- Incident Action Plan
- Unity of Command
- Span of Control
- Resource Tracking

b. Check-In/Check-Out

- All personnel reporting to an incident must check-in with the Incident Commander or the Staging Area Manager, if one has been appointed, before taking part in operational activities
- When checking in, firefighters must give their accountability tag to the Incident Commander or Staging Area Manager as appropriate
- Once firefighters have checked in, they can then be given an assignment which includes one of the following possibilities:
  1. Assigned to a crew
  2. Given an assignment in operations
  3. Assigned to staging until needed
- When firefighters are ready to leave the incident, they must check-out with the Incident Commander or Staging Area Manager as appropriate before leaving the scene
- When firefighters check-out, their accountability tag is returned to them

c. Incident Action Plan

- In order to ensure effective accountability and firefighter safety, the incident must be directed and coordinated as outlined in Incident Action Plan
- The Incident Action Plan must communicated to all personnel and everyone must be working towards the “same” plan

d. Unity of Command

- All personnel will only have one supervisor
- At no time should any firefighter being receiving orders from multiple supervisors
- If unity of command is being violated, the Incident Commander must resolve the situation immediately

e. Span of Control

- The Incident Commander and supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision
- The maximum number of resources that the Incident Commander or any one supervisor can oversee is five, however, based on the situation, span of control may be exceeded before this number
- As soon as a supervisor realizes their span of control is exceeded, the Incident Commander should be notified immediately so that corrective action can be taken
- If span of control for any given supervisor is exceeded, then the Incident Command Structure should be expanded as necessary to correct the situation
- If the span of control for the Incident Commander is exceeded, the problem will normally be corrected with the addition of Divisions, Groups, Branches, or the establishment of the Operations Section as necessary

f. Resource Tracking

- Personnel must be constantly tracked during the entire incident. At any given time the following information should be known for every firefighter on scene:
  1. Supervisor
  2. Location
  3. Assignment
- Every firefighter will be tracked on scene with an accountability tag
- Any firefighter that arrives without a tag must have one made for them with a blank tag
- Once a firefighter has been given an assignment, their tag will be used to track them throughout the incident. As a firefighter's assignment changes, the location of their tag must change to ensure their location is always known. The supervisor of the firefighter determines the location of the tag as indicated below:

Supervisor	Tag Location
Incident Commander	Operations Board
Operations Section Chief	Operations Board
Branch Director	Tactical Board
Division or Group Supervisor	Tactical Board
Staging Area Manager	Staging Board
Rehab Area Manager	Rehab Board

- As a firefighter's supervisor changes, they check-out with the old supervisor, receive their tags, and check-in with the new supervisor
- As firefighters complete their assignments, they are to check-in with their current supervisor for their next assignment
- When firefighters are assigned to crews, their tags should be snapped onto the crew leader's tag and the crew checks in and out as a group, preferably remaining together throughout the incident when possible
- Initially the Incident Commander manage the accountability process, as the command structure is expanded, this will change based on the ICS assignment being made
- Division and Groups
    1. When Division and Groups are established, the supervisor receives a tactical board and the tags for the crews that are assigned to that Division or Group
    2. The tag for the Division or Group Supervisor is given to the Incident Commander and is placed on the operations board
    3. The Incident Commander now tracks the crews assigned to that Division or Group on the operations board along with the tag for the supervisor
- Branches
    1. When Branches are established, the director receives a tactical board and now tracks the division and groups assigned to the branch
    2. The tag for the Branch Director is given to the Incident Commander and is placed on the operations board
    3. The Incident Commander now tracks the Divisions and Groups assigned to that Branch on the operations board along with the tag for the supervisor
- Operations Section
    1. When the Operations Section is established, the Operations Section Chief assumes the accountability responsibility for all personnel assigned to the Operations Section
    2. The Incident Commander gives the operations board to the Operations Section Chief
    3. The Incident Commander then uses the command board to track Section Chiefs and Command Staff assigned to the incident
- Command Staff and Section Chiefs
    1. The tags for these personnel are kept and tracked by the Incident Commander

2. These tags are placed on the command board if the Operations Section has been established
3. Any personnel assigned to Planning, Logistics, or Finance will be tracked within that section as appropriate

g. Accountability is an important incident function, and if necessary, personnel can be assigned to assist the Incident Commander or Operations Section Chief to ensure the process is successful

h. Division and Group Supervisors must acknowledge their responsibility in this process and focus on being supervisors and not become immersed in task functions

i. Crews leaders must also acknowledge their accountability responsibility and ensure their crews stay together in their assigned area

j. All personnel on scene must remain diligent, stay together based on their assignment, and ***never freelance!***

2) Personnel Accountability Reports

a. A Personnel Accountability Report (PAR) is a systematic method of confirming that all personnel are operating in a crew, division, group, branch, or the entire incident are accounted for

b. Personnel Accountability Reports are conducted at any incident where are firefighters are operating in an IDLH or anytime it is deemed necessary by the Incident Commander to effectively manage the incident

c. Crew Leader Responsibilities

- For a crew leader, a PAR is confirmation that they have personally accounted for the members assigned to their crew by seeing, touching, or hearing (by voice – not radio) each person
    1. Crew leaders must constantly monitor the whereabouts of their team members
    2. Crew leaders shall conduct a PAR and report the results when requested to do so by their supervisor

d. Division and Group Supervisor Responsibilities

- For Division and Group Supervisors, a PAR is an accounting of their assigned crews. This confirmation can be accomplished by either face-to-face contact or radio contact with each crew leader
- Division and Group Supervisors shall confirm a PAR from crew leaders in each of the following situations:

1. When crews report to their division or group
2. When crews leave the division or group
3. In any other situation deemed necessary by the Division and Group Supervisors

- Division and Group Supervisors shall conduct a PAR of their crews and report the results when requested to do so by Command

e. Incident Commander Responsibilities

- For the Incident Commander, a PAR is complete when the safety of every member assigned to the incident has been confirmed, reported through the command structure to the Incident Commander
- The Incident Commander shall conduct and incident-wide PAR in the following situations:
  1. Every five minutes until the incident is declared under control
  2. Every ten minutes after the incident is declared under control
  3. After a change in status from offensive to defensive
  4. After the occurrence of a hazardous event such as flashover, backdraft, or collapse
  5. Possible lost firefighter

f. The process for conducting an incident-wide PAR is described below:

- Command shall request a PAR from each crew, division, group, or branch that is assigned to the incident
  1. Example - “Command to Unit 164, requesting PAR”
- This request will typically be over the radio on the tactical channel being used by that tactical element
- Crew leaders shall verify the safety of their personnel and report their status to their supervisor
- Division and Group Supervisors must verify that each of their crews has PAR and then report to command
- Branch Directors ensure that each of their divisions and groups have PAR and then report to command
- Crews are considered to have PAR when the following conditions are present
  1. All crew members are accounted for
  2. No low pressure alarms are sounding

3. The crew is making progress towards their assignment
4. Crew safety is not being threatened by incident conditions

- When Crews have PAR, their leader shall report the crew has PAR and the lowest air supply level in the crew
  1. Example – "Unit 164 has PAR, lowest air is ten minutes"
- When crews do not have PAR, their leader shall report the problems that exist
  1. Example – "Unit 164 is missing one firefighter and facing high heat conditions"
- Any conditions that prevent a crew from having PAR must be immediately mitigated. If necessary, the Rapid Intervention Team should be deployed
- Each incident-wide PAR is documented on the tactical worksheet by recording the time the PAR was completed for each crew

g. The Incident Commander must also verify the safety of all staff personnel reporting directly to the IC

h. During a PAR, secondhand information is not acceptable as a confirmation. Crew leaders must personally verify the safety of each of their personnel

i. PAR confirmations must follow the chain of command. Individuals and crews report their PAR to the person they are working for at the time

j. Unless directed otherwise, implementation of a PAR shall not cause the suspension of operations that are underway when the PAR is announced

3) Emergency Traffic and Mayday Traffic

a. Certain emergency conditions warrant emergency radio traffic. Examples of these include:
   - Serious hazards
   - The need to immediately evacuate the building or area
   - Changing from offensive to defensive conditions

b. When emergency radio traffic is announced, priority for radio use is given to the sender

c. Emergency traffic can originate from any firefighter at the incident if necessary, but if possible, should follow the established chain of command

d. The procedure for conducting emergency radio traffic is as follows:
   - After the condition is recognized, the sender announces – "Stand-by for **emergency** traffic"

- At this time, all radio traffic should cease
- In clear text, the sender then announces the condition requiring the emergency traffic
- At this time, priority is given to the sender and command so the situation can be resolved
- Once the emergency has been resolved, normal radio traffic can resume

e. Firefighter emergencies require a different form of emergency traffic. Examples of firefighter emergencies include the following:
   - A firefighter down
   - A firefighter missing, trapped, or in distress

f. When a firefighter is in distress, the following procedure is to be used:
   - After the condition is recognized, the sender announces – "Stand-by for **mayday** traffic"
   - At this time, all radio traffic should cease
   - In clear text, the sender announces the condition requiring the mayday and then provides a **LUNAR** report:
     2. **L** – Location
     3. **U** – Unit/Radio Number
     4. **N** – Name
     5. **A** – Assignment
     6. **R** – Resources Needed
   - Command should repeat the LUNAR report and this information should be verified by the sender to ensure that information was correctly transmitted
   - At this time, priority is given to the sender and command so the situation can be resolved
   - Necessary actions shall be taken to resolve the mayday condition
   - Once the mayday has been resolved, normal radio traffic can resume

g. In addition to radio communications requiring evacuation, an audible signal can be used to indicate evacuation. The procedure is as follows:
   - The evacuation signal will consist of repeated short blasts of the air horn for a period longer than 10 seconds, followed by ten seconds of silence
   - This sequence will be done three times

- Total air horn evacuation signal including periods of silence will last 50 seconds

h. After emergency traffic has been announced, a incident wide PAR should be conducted as soon as possible to ensure the safety of all personnel

4) Rapid Intervention Teams

a. Any incident requiring personnel to enter an IDLH environment will require one or more rapid intervention teams to be assigned

b. Examples of IDLH atmospheres include the following:

- Structure fire
- Entry into the hot zone of a hazardous materials incident
- Confined space entries
- Trench rescue entries
- Any other environment that requires SCBA to enter it

c. Rapid Intervention Teams are not normally assigned for EMS and wildfire incidents

d. Rapid Intervention Teams shall consist of at least two personnel and can be expanded as necessary

e. Rapid Intervention Teams are considered for two-in/two out compliance

f. Rapid Intervention Teams will have an assigned crew leader and can be expanded to Group status if necessary

g. Rapid Intervention Teams report directly to the Incident Commander or the Operations Section Chief if appointed

h. Rapid Intervention Teams will wear the level of PPE necessary to enter the environment they are protecting

- If SCBA is required, they are not required to be on air, but must be able to immediately don face pieces and enter the environment

i. Rapid Intervention Teams should obtain and organize any equipment they will need for potential rescue operations

j. Rapid Intervention Teams can perform proactive safety oriented tasks but should not be assigned to any task that would impede their ability to perform rescue

k. Personnel assigned to Rapid Intervention Teams can be rotated as necessary to facilitate rehab and the efficient use of resources as long as the ability to conduct rescue is not diminished

l. If the Rapid Intervention Team is deployed, a replacement team must be immediately assigned

m. Based on incident conditions, the Incident Commander should keep track of available resources in Staging to ensure a replacement team could be assigned if necessary

5) Air Management

a. The air supply of all firefighters operating in an IDLH atmosphere must be properly managed so that all firefighters will have sufficient air supply to safely exit the IDLH environment

b. The Incident Commander, crew leaders, and individual firefighters all have a responsibility in regards to managing the air supply of those operating in an IDLH atmosphere

c. The following guidelines shall be followed by the Incident Commander, crew leaders, and individual firefighters in regards to air management and when determining the time to exit the IDLH environment:

- Firefighters must manage their air supplies as warranted by the size of the structure involved
- Crew members should rotate positions of heavy work to light work so air consumption is equalized among crew members
- Exit from an IDLH atmosphere should be before consumption of reserve air supply begins
- Low air alarm is notification that an individual is consuming their reserve air supply
- Activation of the reserve air alarm is an immediate action item for the individual and the team

d. The Incident Commander is responsible for estimating the remaining air supply of firefighters in the IDLH based on their entry time and the information obtained from PAR's that are conducted

e. Crew leaders are responsible for monitoring the air consumption and remaining air supply of any firefighters assigned to their crew

f. Individual firefighters are responsible for checking their air supply before entry and keeping track of their remaining air supply

6) Responder Rehabilitation

a. On scene rehabilitation includes informal and formal rehab operations

b. Informal Rehab Operations

- All personnel will proceed through informal rehab after twenty minutes of strenuous work or use one thirty minute SCBA bottle
- Personnel are to rest at least ten minutes and drink fluids to replace what has been lost
- Crew leaders are responsible for ensuring their personnel participates in rehab operations
- Personnel may then return to work if they are physically able to do so

c. Formal Rehab Operations

- Formal rehab occurs in a designated Rehab Area as described above. The Rehab Area will be overseen by a Rehab Area Manager
- Personnel must proceed through formal rehab operations in the following situations:
  1. After depleting two thirty minute SCBA bottles
  2. After depleting one forty-five or one sixty minute SCBA bottle
  3. After forty minutes of strenuous work
- Critical components of a formal rehab operation include:
  1. Nourishment
  2. Rest
  3. Recovery
  4. Medical evaluation and treatment
- Nourishment
  1. Personnel in formal rehab must drink adequate fluids to replace what has been lost
  2. If the incident is prolonged, provisions should be made to feed responders at the incident
- Rest and Recovery
  1. Personnel in formal rehab must rest at least twenty minutes and successfully complete medical evaluation
- Medical Evaluation and Treatment
  1. Upon entering formal rehab, personnel should be immediately assessed for the signs and symptoms of a heart attack, stroke, or any other serious physiological or traumatic illness.

2. Any personnel that exhibits the signs or symptoms of heart attack, stroke, or other serious physiological or traumatic illness, will immediately be treated per the appropriate EMS protocol and transported to the Hospital
3. After the twenty minute rest period, personnel should be assessed and their vitals obtained to determine if they are fit to return to work
4. Vital Parameters
    a) Blood Pressure – Blood pressure that exceeds 160/100
    b) Pulse – Pulse that exceeds 120
    c) Respiratory Rate – Rate that exceeds 24 per minute
    d) Temperature – Greater than 100.5 deg. F or less than 98.0 deg. F – Core
    e) Mental Status – Altered status such as slurred speech, clumsiness or weakness
    f) Skin – Any abnormal color or injuries
5. Any personnel that meets any of the above criteria will not be allowed to leave the rehab area until that firefighter rests an additional twenty minutes and is re-evaluated
6. If any personnel fails the second evaluation, the Incident Commander is to be notified and a decision made as to the level of treatment and transport necessary for the firefighter
7. Once personnel have successfully completed rehab, they are free to return to staging for reassignment

d. Rehab Accountability
    - Personnel in rehab must be accounted for just as any other tactical assignment
    - Personnel that are performing informal rehab, are tracked by the Incident Commander with the Command Board
    - Personnel that are assigned to formal rehab are tracked by the Rehab Area Manager
        1. Individuals/ Crews will give their tags or passports to the Rehab Area Manager
        2. The Incident Commander will track the number of crews and individuals in rehab
    - If personnel are assigned to crews, they are to remain in those crews throughout the rehab process
    - Crew leaders are responsible for ensuring the integrity of their crews
    - When personnel leave rehab, they are to check in with the Incident Commander or Operations Section Chief and be reassigned to tactical operations or staging as necessary

K. References

7) Fire Scope
8) IFCA – The 10 Rules of Engagement For Structural Firefighting and the Acceptability of Risk
9) Model Guide
10) NIMS
11) NFPA 1404